

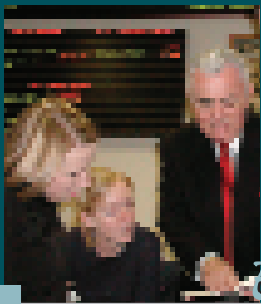
*April 10-13, 2005*



*Manufacturing*



*Small Business*



*Education*



*Health Care*

## The Quest for Excellence XVII

*Learn from the Best in Business, Education,  
and Health Care!*

For more than sixteen years, The Quest for Excellence has provided a forum for the recipients of the Malcolm Baldrige National Quality Award to showcase their exceptional performance practices. This year we welcome The Bama Companies (manufacturing), Texas Nameplate Company, Inc. (small business), Kenneth W. Monfort College of Business (education), and Robert Wood Johnson University Hospital Hamilton (health care).

Also, hear from recent service category Award recipients Boeing Aerospace Support, Caterpillar Financial Services Corporation U.S., Operations Management International, Inc., and The Ritz-Carlton Hotel Company, L.L.C.

Whether your organization is large or small, is involved in service, manufacturing, education, or health care, or has one office or multiple sites around the globe, you can benefit from the knowledge and experience of the 2004 Baldrige Award recipients. Plan to attend The Quest for Excellence XVII, April 10-13, 2005 in Washington, DC.

*Sponsored by the National Institute of Standards and Technology (NIST). Cosponsored by the American Society for Quality (ASQ) and the American Society for Training & Development (ASTD).*

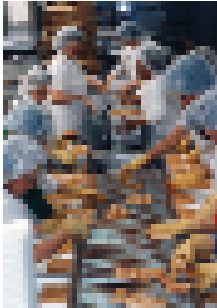


NIST

# Featuring the 2004 recipients of the Malcolm Baldrige National Quality Award

## MANUFACTURING

### The Bama Companies

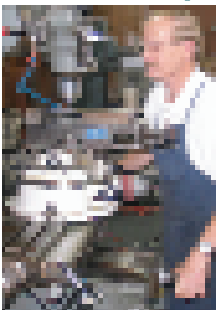


The Bama Companies (Bama) began as the Bama Pie Company in the kitchen of its founder, Cornillia Alabama "Bama" Marshall, in 1927. Today, this family-owned business manufactures frozen ready-to-use food products for the quick service and casual dining restaurant business and family dining chains. Its three main products are handheld pies, biscuits, and pizza crust.

Benefiting from new product innovations, Bama is gaining market share, and sales rates are growing faster than the rate of the restaurant industry. Total revenue has grown from \$120 million in 1999 to over \$200 million in 2004. Retail sales have grown from \$9 million in 2001 to \$20 million in 2004, and sales per employee have grown from \$175,000 in 2000 to \$205,000 in 2004. Bama's focus on productivity improvements through the use of the Six Sigma methodology has saved the company \$17.3 million since 2002. Overall customer satisfaction for national accounts has increased from 75% in 2001 to nearly 100% in 2004. In addition Bama incorporates a People Assurance System to reinforce its mission, "People helping people be successful," and its core belief that "the quality of Bama people is in essence the formula for quality in our products."

## SMALL BUSINESS

### Texas Nameplate Company, Inc.



Texas Nameplate Company, Inc. (TNC) is a small, privately held family business that produces nameplates, identification tags, and labels for a wide variety of products, including high-pressure valves, oil field equipment, and computers. Through its chemical etching, screen printing, and photo engraving processes, the company places information such as vendor names, model numbers, pressure limits, installation procedures, and safety warnings on nameplates. TNC is the smallest business (39 employees) to receive a Baldrige Award and the only small business to have received a Baldrige Award twice, the first time in 1999.

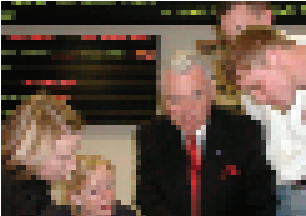
Effective use of innovative, systematic processes and new technology is helping TNC achieve its desire to be "better not bigger." From 1998 to 2004, production cycle time has dropped almost 50%, and profitability has increased from 36% to over 40%. Seventy percent of the company's top 50 customers have been with the company for more than 10 years, and from 2001 to 2004 the number of lost customers decreased from 26 to 1. Overall customer satisfaction has improved from 81% in 2000 to approximately 86% in 2003. TNC has created an environment of trust where employees are highly motivated, empowered, valued, and counted on for success. A recent survey shows that 95% of the company's employees believe it has high standards and ethics.

## The Quest for Excellence XVII

# 2004 Award recipients

## EDUCATION

### Kenneth W. Monfort College of Business



Kenneth W. Monfort College of Business (MCB) at the University of Northern Colorado focuses on delivering an undergraduate-only business education. This focus, combined with a strategy of high-touch (small class size), wide-tech (integrating technology through the curriculum), and professional depth (using highly placed executives as instructors), serves to differentiate MCB from its competitors. The 120-credit degree program integrates business core classes, business emphasis classes, and business electives, with a strong non-business foundation in the liberal arts. MCB's 32 full-term faculty, 9 administrative staff, and 15 part-time adjunct faculty educate approximately 1,200 students annually.

For the past two years, MCB scored in the top 1% for overall student satisfaction with the program. For the past six years, MCB has achieved best-in-class status and has been above the 90th percentile nationally for academic rigor in their business courses. In response to student and employer demand, MCB quickly designs new courses to enhance the preparation and skills of its graduates. Exiting MCB students rated the "Value of Investment Made in the Degree" in the top 2.5% out of 171 schools nationally in 2004 and above the top 10% for five of the last six years.

## HEALTH CARE

### Robert Wood Johnson University Hospital Hamilton



Robert Wood Johnson University Hospital Hamilton (RWJ Hamilton) is a private, not-for-profit acute care community hospital in Hamilton, N.J. The 1,734 employees and over 650 medical staff members of RWJ Hamilton provide health care services to more than 350,000 residents in its service area. Primary services include medical, surgical, obstetric, cardiology, orthopedic, and intensive care for both adults and critically ill infants and children. Outpatient services provided at the hospital include diagnostic and therapeutic care, ambulatory surgery, medical and radiation oncology, and emergency services, including emergent angioplasty. Community services include health education, health screenings, and disease prevention programs.

Over the past five years, RWJ Hamilton has been New Jersey's fastest growing hospital and has steadily improved its market share, notably in the areas of cardiology and oncology. In 2004, RWJ Hamilton achieved 90% patient satisfaction with its emergency department. RWJ Hamilton's Patient-Focused Model includes fully deployed goals and expected outcomes based on input from a multidisciplinary care team. Care plans are evaluated daily and patients are included in the assessment and planning process. Employees provide customers with "Excellence through Service" and uphold RWJ Hamilton's 5-Star Service Standards in eight areas, including commitment to customers; commitment to coworkers; courtesy and etiquette; communication; privacy; and safety awareness. The retention rate for registered nurses is at 99% while retention of other employees has reached 98%. RWJ Hamilton improves community health through a number of activities, including financial contributions, charity care, education programs, health fairs, and screening services.

*Join us this year to hear recent service category Award recipients Boeing Aerospace Support, Caterpillar Financial Services Corporation U.S., Operations Management International, Inc., and The Ritz-Carlton Hotel Company, L.L.C. present a four session mini-track. Topics include "How to Initiate the Baldrige Journey without a Leadership Mandate," "Integrating Baldrige and Six Sigma for Continuous Improvement in a Service Environment," "Using Baldrige to Manage in Uncertain Times," and "Delighting Customers from Leadership to Results." Conclude this mini-track with a service town hall session!*

## About The Quest for Excellence XVII

The Quest for Excellence (QE) XVII will provide an opportunity for in-depth learning about the best practices and results of the 2004 Baldrige Award recipients. Senior leaders and other representatives of the Award recipient organizations will make presentations and answer questions about the seven Categories of the Baldrige Criteria, their journey to performance excellence, and their lessons learned. Attendees will be able to track the journey of two Award recipients, track a Criteria Category, or both. QE XVII is designed to maximize learning and networking opportunities.

**Who Should Attend:** CEOs, senior managers, education and health care leaders and professionals, directors of staff functions, heads of operating units, and quality/performance improvement practitioners

### New This Year!

- Two levels of pre-conference workshops
- Nonprofit category question and answer session
- Service sector mini-track featuring recent Award recipients

### Special Features

**Pre-Conference Workshop:** Two concurrent pre-conference workshops will be held Sunday, April 10, 2005 from 1:00-4:00 pm. The workshops are designed to address the needs of individuals with different levels of exposure to the Baldrige Program and the Criteria for Performance Excellence. Pre-registration is required. (Limit 100 participants each.) The workshop is available with or without a QE XVII conference registration. Conference registrants receive a discount. Choose the workshop that best matches your experience level!

**Proceedings:** Attendees receive a conference bag containing Award recipient videos, application summaries for the 2004 Award recipients, presentation slides, and other materials from the Baldrige National Quality Program.

**CEUs/RUs:** Attendance at The Quest for Excellence Conference qualifies for 1.3 Recertification Units (RUs) from the American Society for Quality (ASQ). Participation in either pre-conference workshop qualifies for .3 IACET CEUs and .3 ASQ RUs.

**For More Information** on The Quest for Excellence and the Baldrige National Quality Program, call (301) 975-2036; fax (301) 948-3716; email [nqp@nist.gov](mailto:nqp@nist.gov); or visit our web site at [www.baldrige.nist.gov](http://www.baldrige.nist.gov).

## Registration & Hotel Information

### Accommodations

Rooms have been reserved at the Marriott Wardman Park Hotel at the special conference rate of Single/Double, \$223; Triple, \$253.00; Quad \$283.00. The tax rate is 14.5%. To receive this special rate, reserve by March 20, 2005 and be sure to mention The Quest for Excellence XVII. You may reserve rooms by calling the hotel at (202) 328-2900. Reservations can also be made online at [www.stayatmarriott.com/2005QuestforExcellence](http://www.stayatmarriott.com/2005QuestforExcellence). Use group code QECQECA for Single/Double, QECQECL for Triple/Quad, QECQECW for Wardman Tower rooms (\$253.00) and QECQECB for Concierge level rooms (\$273.00).

Accommodations must be guaranteed by a major credit card or by check covering the first night's deposit. Cancellations must be made 7 days prior to arrival; otherwise, the first night's deposit will be forfeited.

### Conference Registration Fees

The advance registration fee of \$1050 is due by March 14, 2005. Attendees who register after March 14 will pay the regular conference fee of \$1200. You may register by phone, fax, or mail through ASQ or register online at [www.baldrige.nist.gov](http://www.baldrige.nist.gov). See the registration form in this brochure for complete information.

### Faculty and Group Discounts

Individuals who have full-time academic employment with a college, university, school district, secondary school, or elementary school are eligible for discounted fees of \$725 (advance) or \$875 (regular). The faculty discount cannot be combined with the group discount.

Groups of 10 or more receive a \$100 discount per registrant off the advance or regular registration fee as appropriate. Registrations must be made as a group. The full conference fee will be charged if cancellations reduce the group to fewer than 10 employees. Substitutions may be made at any time.

### Payment Information

All registration forms must be accompanied by payment in full (U.S. Currency only). All phone or fax registrations must include the expiration date and number of a major credit card (VISA/MC/AMEX) that will be charged. If you wish to guarantee payment with a purchase order, ASQ must receive the hard copy of the purchase order with your registration form. **All checks should be made payable to Quest for Excellence XVII-ASQ.** You will receive confirmation of your registration by email, fax, or mail.

### Cancellation and Substitution Policy

Registrants whose requests for cancellation are received on or before March 14, 2005 will receive a full refund. Requests received between March 15 and April 4, 2005 will incur a \$200.00 processing fee. No requests for reimbursement for cancellations will be accepted after April 4, 2005. Substitutions may be made at any time.

# The Quest for Excellence XVII Registration Form

## FOUR WAYS TO REGISTER

1. Call ASQ at **800-248-1946** and use your MC, VISA, or AMEX card.
2. Fax your completed registration form with credit card payment to ASQ at **414-272-1734**, Attn: Customer Care.
3. Register online at **www.baldrige.nist.gov**.
4. Fill out the registration form below, enclose payment, and mail to:

ASQ Event Management • P.O. Box 3005 • Milwaukee, WI 53201-3005

## CONTACT INFORMATION

First Name \_\_\_\_\_ Middle \_\_\_\_\_ Last Name \_\_\_\_\_  
First Name for Badge \_\_\_\_\_  
Organization \_\_\_\_\_  
Title \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_  
State/Province \_\_\_\_\_ ZIP/Postal Code \_\_\_\_\_ Country \_\_\_\_\_  
Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Email \_\_\_\_\_

## Sector

Please indicate the sector to which your organization belongs:

☐ Manufacturing ☐ Service ☐ Small Business ☐ Education ☐ Health Care ☐ Government ☐ Nonprofit

## How did you hear about QE XVII?

- |   |   |
|---|---|
| <input type="checkbox"/> Received brochure in the mail (Please fill in the two-digit code that appears above your name on the label: _____) | <input type="checkbox"/> Advertisement in the <i>Journal for Healthcare Quality</i> |
| <input type="checkbox"/> From a colleague   | <input type="checkbox"/> Advertisement in <i>Chronicle for Higher Education</i>     |
| <input type="checkbox"/> Baldrige Web site  | <input type="checkbox"/> Advertisement in <i>ASTD's T+D Magazine</i>                |
| <input type="checkbox"/> Award Criteria   | <input type="checkbox"/> Advertisement in <i>Industry Week</i>                      |
| <input type="checkbox"/> Email advertisement  | <input type="checkbox"/> Advertisement in <i>Fortune</i>                            |
| <input type="checkbox"/> Advertisement in ASQ's <i>Quality Progress</i>   | <input type="checkbox"/> Announcement in a trade publication                        |
|   | <input type="checkbox"/> Other: _____   |

## SELECT REGISTRATION (Please select the type of registration you wish to have.)

	Advance*	Regular
<b>QE XVII Conference</b>		
<input type="checkbox"/> Individual .....	\$1050.00	\$1200.00
<input type="checkbox"/> Faculty Discount .....	\$725.00	\$875.00
<input type="checkbox"/> Group Discount** .....	\$950.00	\$1100.00
<b>Pre-Conference Workshop with QE XVII Registration (Limit 100 participants, select only one workshop)</b>		
<input type="checkbox"/> Getting Acquainted with Baldrige .....	\$100.00	\$100.00
<input type="checkbox"/> Baldrige: Moving from Interest to Action .....	\$100.00	\$100.00
<b>Pre-Conference Workshop only (Limit 100 participants, select only one workshop)</b>		
<input type="checkbox"/> Getting Acquainted with Baldrige .....	\$150.00	\$150.00
<input type="checkbox"/> Baldrige: Moving from Interest to Action .....	\$150.00	\$150.00

\*Registration must be submitted by 11:59 PM EST, March 14, 2005.

\*\*All registrations must be submitted at the same time to receive the group discount.

## Payment Information

☐ **Check** (Payable to Quest for Excellence XVII-ASQ).

**Purchase Order #** \_\_\_\_\_

**Credit Card:** ☐ MasterCard ☐ Visa ☐ American Express

Card #: \_\_\_\_\_

Expiration date: \_\_\_\_\_

Cardholder Name: \_\_\_\_\_

Signature: \_\_\_\_\_

## Special Needs (☐ Check here if you wish to be contacted)

Do you have any special needs and/or dietary restrictions that we can address to make your participation more enjoyable? Please indicate these special needs on the line below:

Or write, call, or fax the American Society for Quality, P.O. Box 3005, Milwaukee, WI 53201-3005, phone 800-248-1946, fax 414-272-1734, or e-mail [asq@asq.org](mailto:asq@asq.org).



# The Quest for Excellence XVII Conference Schedule\*

## REGISTRATION HOURS

**Sunday**, April 10, 3:30 - 7:00 pm

**Monday**, April 11, 6:45 am - 6:30 pm

**Tuesday**, April 12, 7:00 am - 5:30 pm

**Wednesday**, April 13, 7:00 - 11:45 am

## Sunday, April 10

<b>1:00 - 4:00 pm</b>	<b>Concurrent Pre-Conference Workshops</b>  <b>Workshop 1 - Getting Acquainted with Baldrige</b> <ul style="list-style-type: none"> <li>Designed for those who have no exposure to the Baldrige Criteria for Performance Excellence</li> <li>Participants will learn the history and structure of the Baldrige Program, the benefits of self-assessment and feedback, the structure of the Criteria, how to focus improvement and communication efforts, and how to use the Criteria and the Award recipient application summaries to enhance learning from the QE sessions</li> </ul> <b>Workshop 2 - Baldrige: Moving From Interest to Action</b> <ul style="list-style-type: none"> <li>Designed for those who have had limited exposure to using the Baldrige Criteria</li> <li>Participants will learn how to manage the self-assessment process, how to determine the key influences on how their organizations operate and the key challenges their organizations face, how to assess and diagnose their organizations' operations and results, and how to use the Criteria and the Award recipient application summaries to enhance learning from the QE sessions</li> </ul>
<b>4:30 pm</b>	Nonprofit Category Q&A Session

## Monday, April 11

<b>8:00 - 9:00 am</b>	Opening Plenary: Welcome, Video, Keynote			
<b>9:00 - 10:15 am</b>	Plenary Session: Senior Leaders Present Organizational Profile and Leadership Category			
<b>10:45 - 11:45 am</b>	Plenary Senior Leadership Panel: Q&A on Leadership Category			
<b>11:45 am - 1:15 pm</b>	Lunch			
<b>1:15 - 5:15 pm</b>	<b>Concurrent Sessions: Track an Award recipient or track a Criteria Category. Learn how the Baldrige Criteria are applied in different sectors.</b>			
	<b>The Bama Companies</b>	<b>Texas Nameplate Company</b>	<b>Monfort College of Business</b>	<b>RWJ Hamilton</b>
<b>1:15 - 2:00 pm</b>	Strategic Planning	Customer and Market Focus	Measurement, Analysis, and Knowledge Management	Staff Focus
<b>2:15 - 3:00 pm</b>	Customer and Market Focus	Measurement, Analysis, and Knowledge Management	Faculty and Staff Focus	Process Management
<b>3:30 - 4:15 pm</b>	Measurement, Analysis, and Knowledge Management	Human Resource Focus	Process Management	Applying for the Award
<b>4:30 - 5:15 pm</b>	Human Resource Focus	Process Management	Applying for the Award	Strategic Planning
<b>6:00 - 8:00 pm</b>	Conference Reception and Cash Bar			

**Recent Service Recipients**

Staff Focus

Process Management

Applying for the Award

Strategic Planning

**Ritz-Carlton**  
Delighting Customers from Leadership to Results

## Tuesday, April 12

Concurrent Sessions					
8:00 am - 12:00 pm	The Bama Companies	Texas Nameplate Company	Monfort College of Business	RWJ Hamilton	Recent Service Recipients
8:00 - 8:45 am	Process Management	Applying for the Award	Strategic Planning	Focus on Patients, Other Customers, and Markets	Caterpillar Financial Services Integrating Baldrige and Six Sigma for Continuous Improvement in a Service Environment
9:00 - 9:45 am	Applying for the Award	Strategic Planning	Student, Stakeholder, and Market Focus	Measurement, Analysis, and Knowledge Management	
10:15 - 11:00 am	Strategic Planning	Customer and Market Focus	Measurement, Analysis, and Knowledge Management	Staff Focus	
11:15 am - 12:00 pm	Customer and Market Focus	Measurement, Analysis, and Knowledge Management	Faculty and Staff Focus	Process Management	Operations Management International, Inc. Using Baldrige to Manage in Uncertain Times
12:00 - 1:30 pm	Lunch				
Concurrent Sessions					
1:30 - 2:15 pm	Measurement, Analysis, and Knowledge Management	Human Resource Focus	Process Management	Strategic Planning	Boeing Aerospace Support How to Initiate the Baldrige Journey without a Leadership Mandate
2:30 - 3:15 pm	Human Resource Focus	Process Management	Strategic Planning	Focus on Patients, Other Customers, and Markets	
3:45 - 4:30 pm	Process Management	Strategic Planning	Student, Stakeholder, and Market Focus	Measurement, Analysis, and Knowledge Management	
Town Hall Sessions Featuring Current and Past Award Recipients					
4:45 - 5:30 pm	<b>Manufacturing</b> <ul style="list-style-type: none"><li>The Bama Companies</li><li>Medrad</li><li>Texas Nameplate Company</li><li>Stoner</li></ul>	<b>Service</b> <ul style="list-style-type: none"><li>Boeing Aerospace Support</li><li>Caterpillar Financial Services</li><li>Operations Management International, Inc.</li><li>Ritz-Carlton</li></ul>	<b>Education</b> <ul style="list-style-type: none"><li>Monfort College of Business</li><li>Community Consolidated School District 15</li></ul>	<b>Health Care</b> <ul style="list-style-type: none"><li>RWJ Hamilton</li><li>Baptist Hospital, Inc.</li><li>Saint Luke's Hospital of Kansas City</li></ul>	

## Wednesday, April 13

8:00 - 8:35 am	Keynote
8:35 - 9:50 am	Plenary Session: Senior Leaders Present Journey to Performance Excellence and Lessons Learned
10:20 - 11:20 am	Plenary Senior Leadership Panel: Q&A on Journey to Performance Excellence and Lessons Learned
11:20 - 11:45 am	Plenary Session: Conference Themes and New Directions

*\* Conference Schedule is subject to change.*



Baldrige National Quality Program  
National Institute of Standards and Technology  
Technology Administration  
U.S. Department of Commerce  
100 Bureau Drive, Stop 1020  
Gaithersburg, MD 20899-1020

Official Business  
Penalty for Private Use \$300  
Address Service Requested

PRESORT  
FIRST-CLASS MAIL  
Postage and Fees

**PAID**

NIST Permit No. G195

# *The Quest for Excellence® XVII*

Official Conference of the Malcolm Baldrige National Quality Award

**April 10-13, 2005**

Washington, DC • Marriott Wardman Park Hotel

*Award recipients in manufacturing, small business,  
education, and health care!*

- **The Bama Companies**
- **Texas Nameplate Company, Inc.**
- **Kenneth W. Monfort College of Business**
- **Robert Wood Johnson University Hospital Hamilton**

*Service mini-track featuring recent Award recipients Boeing Aerospace Support,  
Caterpillar Financial, OMI, and Ritz-Carlton*

*Discount for early registration by March 14, 2005*

*Pre-Conference Workshops on the Baldrige Criteria and Self-Assessment*

*Join us at the premier showcase of the 2004 Baldrige Award recipients*



[www.baldrige.nist.gov](http://www.baldrige.nist.gov)